

# ROUTING AND RECORD SHEET

SUBJECT: (Optional) **Approved For Release 2004/06/14 : CIA-RDP81M00980R000100080016-6**  
 Evaluation of EEO Performance

**EEO**

FROM:

EXTENSION

NO.

**OLC #78-2681**

**Administrative Officer, DCI**

DATE **12 July 1978**

TO: (Officer designation, room number, and building)

DATE

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. **Frederick P. Hitz  
Legislative Counsel**

**For your information and  
appropriate action**

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FORM 3-62

**610**

USE PREVIOUS EDITIONS

☐ SECRET

☐ CONFIDENTIAL

☐ INTERNAL

☐ UNCLASSIFIED

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78-1650

5 July 1978

OLC #78-2681

MEMORANDUM FOR: Deputy Director for Administration  
Director, National Foreign Assessment Center  
Deputy Director for Operations  
Deputy Director for Science and Technology  
Chairman, E Career Service

FROM : Frank C. Carlucci  
Deputy Director of Central Intelligence

SUBJECT : Evaluation of EEO Performance

1. It has come to my attention that many supervisors are not routinely evaluated on their performance in the area of equal employment opportunity as required by Headquarters Regulation [redacted] [redacted] Supervisory and managerial commitment to the EEO policy, objectives and programs of the Agency is essential, and, to ensure this commitment, there must be a procedure for accountability.

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2. Effectively immediately, therefore, the EEO responsibility of all supervisors and managers will be stated as a specific duty in Section C of Form 45 and given a letter rating. The rated officer's performance related to this duty will also be characterized in the narrative portion of the Fitness Report. The procedure will be adapted accordingly if a memorandum is submitted in lieu of Form 45.

3. To assist you in implementing this procedure and to preclude its becoming a pro forma exercise, a list of specific responsibilities that should be considered during EEO performance evaluation and suggested definitions for overall EEO performance levels are contained in Attachment.

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[redacted]  
Frank C. Carlucci

Specific responsibilities and actions which should be assessed include the supervisor's commitment to:

- a. Keep superiors informed of needs related to the provision of fair and equal opportunity.
- b. Keep subordinates informed on all matters that have EEO implications (upward mobility, training opportunities, vacancy announcements, EEO action plans, etc.).
- c. Include equity and affirmative action as integral considerations in day-to-day personnel management and decision-making.
- d. Participate in a positive manner in resolving EEO complaints with the prime concern a fair solution for both the employee and the Agency.
- e. Consider all subordinates as individuals rather than stereotypes. Make an effort to understand sex and cultural differences. Eliminate practices which give personal offense to or result in adverse impact on employees of one sex, race, color, ethnic, religious or age group.
- f. Initiate and support efforts to find qualified minority and women applicants.
- g. Provide equitable formal and on-the-job training opportunities for all employees, devoting particular attention to non-discriminatory selection procedures.
- h. Seek opportunities to identify target positions or restructure jobs both to meet the needs of the unit and to implement Upward Mobility.
- i. Identify employees with underutilized skills for possible placement in positions where their skills can be more effectively used to the benefit of the Agency and the employee.
- j. Seek opportunities to employ effectively the handicapped.

For managers, additional responsibilities to be assessed include effectiveness and commitment to:

- a. Individually endorse and energetically support DCI and DDCI policy on equal employment opportunity and require

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subordinates advised of component goals and requirements in affirmative action.

- b. Ensure that adequate resources are allocated to support EEO program requirements.
- c. Take an active role in the development and implementation of the CIA EEO Plan. Participate in and direct EEO program improvement.
- d. Assure that concern for EEO is an integral part of each subordinate supervisor's job and that performance in this area is evaluated effectively.
- e. Ensure that selection criteria for the hiring, promotion, assignment, training, etc., of all employees is applied without regard to sex, race, color, ethnic group, religion or age.

Overall managerial EEO performance-levels may be defined as:

- a. Outstanding - Demonstrably exceeded all EEO requirements to a degree worthy of commendation. Personal initiatives resulted in specific achievements.
- b. Proficient - Fulfilled general and specific EEO requirements and affirmative action objectives.
- c. Unsatisfactory - Demonstrably failed to fulfill general or specific EEO requirements. Examples: disregarded principles of equity in supervisory practices or actions; conveyed to subordinates a negative or nonsupportive attitude toward equity and equal opportunity; failed to make reasonable efforts to meet affirmative action objectives established for the period under review.